

Plaintiff's Exhibit
6551
Comes V. Microsoft

Current Status

- **Work in progress...**
- Numerous retreats / offsites held
- Lots of brainstorming on <http://office10>
- Vision process underway
 - Competitive product analysis
 - ATG Design Team contribution
 - Office 2000 learning
 - Forming advisory council(s)

2/4/1999

Microsoft Office Confidential

2



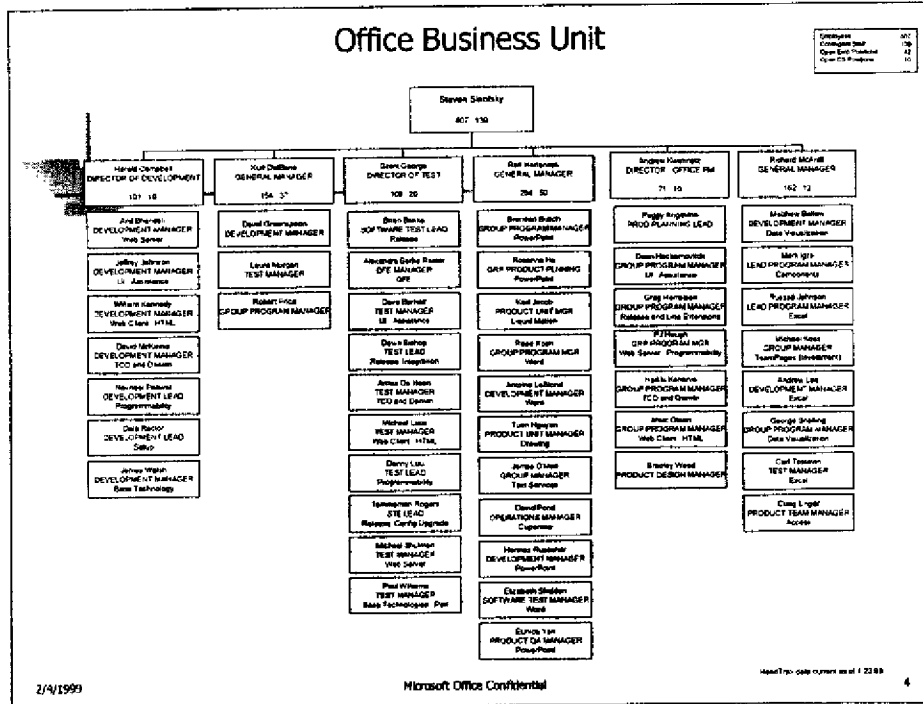
Office Plans 1999-2000

- Office 2000
 - March 1999
- Office 2000 Service Releases
 - SR1 0-6 months
 - SR2 sim ship with Windows 2000
 - SR3 if needed, SR2 + 6 months
- ATG Wave 1
 - Office 2000 service pack (SR2 or SR3)
- Office10
 - December 2000

2/4/1999

Microsoft Office Confidential

3



Office Headcount

Employee		
	App Outlook Features	104
	Shared HTML and Web	87
	Shared Data Access/Visualizati	81
	Shared TCO	66
	Shared Base Technology	45
	Shared Web Server	42
	Shared UI and Assistance	42
	Shared Release	41
	Worldwide/Far East	38
	Shared Programmability	32
	Shared Design and Usability	31
	App PowerPoint Features	31
	App Word Features	30
	DAD Management	28
	App Liquid Motion Features	22
	App Access Features	21
	App Excel Features	20
	Shared Office Art	20
	Office-OFE	18
	DAD Unassigned	16
	Shared Text Services	16
	Office-Product Planning	15
	Outlook Cross-Platform	5
Employee Total		849

Contingent Staff		
	App Outlook Features	16
	Shared Release	14
	Worldwide/Far East	13
	Shared Base Technology	10
	App Liquid Motion Features	8
	Shared Design and Usability	6
	Shared Text Services	5
	Shared Web Server	3
	Office-OFE	3
	Outlook Cross-Platform	3
	App PowerPoint Features	3
	Shared Programmability	3
	Shared Office Art	3
	Shared HTML and Web	3
	App Access Features	2
	DAD Management	2
	Shared Data Access/Visualizati	2
	Shared TCO	2
	Office-Product Planning	2
	Shared UI and Assistance	2
	App Word Features	1
Contingent Staff Total		106

Significant Planning Challenges

- Remaining amount of Office 2000 work (Worldwide, QFE, Service Release, Fires)
- Lack of feedback on Office 2000 in real-world use
- Reconciling desire for short term release with ability to have critical mass in a release
 - Difficulty of parallel development of main products
 - Customer issues with Office churn
- Aligning release dates between major (Exchange, Windows 2000, Office10) and other (PKM, VS, SQL) products (as they pertain to major wave)
- Development team dynamics

2/4/1999

Microsoft Office Confidential

6



Office 2000 for ATG Wave

- **Goal: Support wave with targeted changes to Office 2000**
 - Install and use Platinum local store in Outlook
 - Support PKM
 - Support Access design time for Platinum (Tools add-in)
- **Timing**
 - Sim ship with Platinum
 - Depending on Office 2000 changes, could be available during Platinum beta

2/4/1999

Microsoft Office Confidential

7

Office10 Schedule Thoughts

Office 2000 Office10

Dec-96 Announce SFT "Accomplishments" and "What's Next"	Fall-98 Design Team
Feb-97 BroadSi offsite, team focused offsites	Apr-99 Announce SFT "Accomplishments", "What's Next"
Apr-97 Vision produced, 4/15 BING review	Jun-99 Dev schedule starts, MM1
Jun-97 MM1	Aug-99 MM1
Aug-97 MM1	Oct-99 MM1 / MM2
Oct-97 MM2	Dec-99 MM2
Dec-97 MM3	Feb-00 MM2, Code Complete
Feb-98 MM3	Apr-00 ATG Wave I
Apr-98	Jun-00 Beta 1
Jun-98 Beta 1	Aug-00
Aug-98 ZBR	Oct-00
Oct-98 ZBR 2	Dec-00 RTM US Office 10
Dec-98	Feb-01
Feb-99 RC0	

2/4/1999 8



Worries About Office 2000

- **Quality Bar**
 - Better than ever, but the bar keeps going up
 - Compatibility
- **Administration and Deployment**
 - Darwin setup solves MANY problems but what new ones did we introduce
- **HTML**
 - Is it "pure" HTML and cross-browser challenges
 - Need for web server infrastructure / adoption
- **Many external issues: Windows 2000, Y2K, etc.**

2/4/1999

Microsoft Office Confidential

9

Top Goals in Major Areas

Product	Microsoft	Customers	Team
<ul style="list-style-type: none"> • Excite IEUs • 100% compatible in every single way • Same or better performance (v. Office 2000) 	<ul style="list-style-type: none"> • Credible part of ATG wave • Manage strategic initiatives well • Ship when we say we will ship 	<ul style="list-style-type: none"> • Better handling of QFEs and other satisfaction issues • 100% compatible in every way • Solve business problems out of the box 	<ul style="list-style-type: none"> • Re-engineer build process • Understand major dependencies up front • Clear ownership of major initiatives

2/4/1999

Microsoft Office Confidential

10



Office 10 Framework

- Delivering on the promises of Notes using Office and BackOffice
- Creating killer web sites for knowledge workers and IEUs
- Innovating the customer's Office experience by integrating new technologies
- Nailing the fundamentals by making Office better at core functionality

2/4/1999

Microsoft Office Confidential

11

Customer Segments

Promises of Notes	CIO, Analysts / Influentials, BDM, Solution Provider
Killer web sites	IEU, BDM
User-Experience	IEU
Fundamentals	End-user, IT Professional

Big Bets

- Groupware Infrastructure: Exchange Platinum, PKM, Windows 2000 Server
- Departmental Webs: FrontPage and Office Server Extensions
- Web Services: MSN
- Continued Bets
 - Universal viewing
 - Office's code base
- No Operating System Redistributables

2/4/1999

Microsoft Office Confidential

13

Office Competitors

Competitive Space	Products
Existing Office	Office 97 and Office 2000
Category	SmartSuite (new) WordPerfect
Component Apps	eSuite
Groupware	Its Lotus Notes Baby!
Web Services	eRoom, MagicalDesk, Visto, and a hundred others
Hosted Services	??

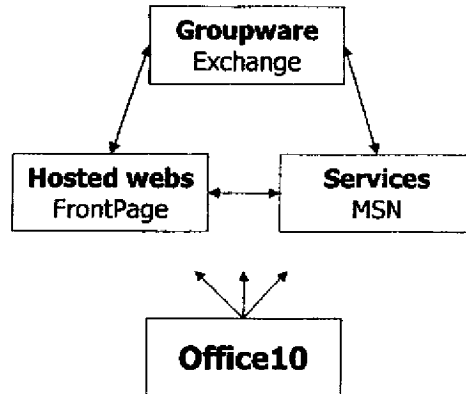
2/4/1999

Microsoft Office Confidential

14

Challenge: Office and Servers

- Three main server infrastructures
 - Groupware
 - Hosted webs
 - Web services (BFW)
- Goal
 - Shared experience for core scenarios
 - Appropriate features



2/4/1999

Microsoft Office Confidential

15

Delivering on the Notes Promise

- We're way behind, time to catch up
 - This is a multi-release challenge
- Goal: Build a better Notes than Notes

Server	Domino	Exchange Platinum
Rich Client	Notes	Outlook
Thin Client	Internet Explorer	Internet Explorer
VAR/SP Tool	Domino Designer (aka Notes)	Outlook + Script Editor
End-User	Templates (doclib, issue list, discussion)	Templates – match, but w/ easier customization

2/4/1999

Microsoft Office Confidential

16



Creating Killer Web Sites

- We're ahead, so let's build on this lead
- Enable the coolest, easiest to set up, and most productive web sites
 - Departments in LORGs (IT hosted, Dept.)
 - SORG / IEU hosted by ISPs
- Not our goal to reimplement Platinum on a web server, but to provide functionality tailored to web-centric customers

2/4/1999

Microsoft Office Confidential

17



Creating Killer Web Sites

- Site development and management
- Subscriptions
- Annotations
- Collaborative writing
- Project pages
- Shared lists

2/4/1999

Microsoft Office Confidential

18

Innovating the Customer Experience

- Get credit for being innovative products by integrating new or interesting technologies
 - Target IEUs
- MSN web service integration
- Speech
- Windows CE synergy / better synchronization
- Facsimile and imaging
- Chat, buddy list / presence
- XML / XSL for data

2/4/1999

Microsoft Office Confidential

19



Nailing the Fundamentals

- Everything Office does today, Office10 does
 - Better, faster, more robustly
 - And is 100% compatible
- Never crashes, but if we do we recover
- Better error handling
- Close the feedback loop with Microsoft
- Safe mode, logging
- Fix the top 500
- HTML improvements (data interchange)
- Management improvements
- Worldwide

2/4/1999

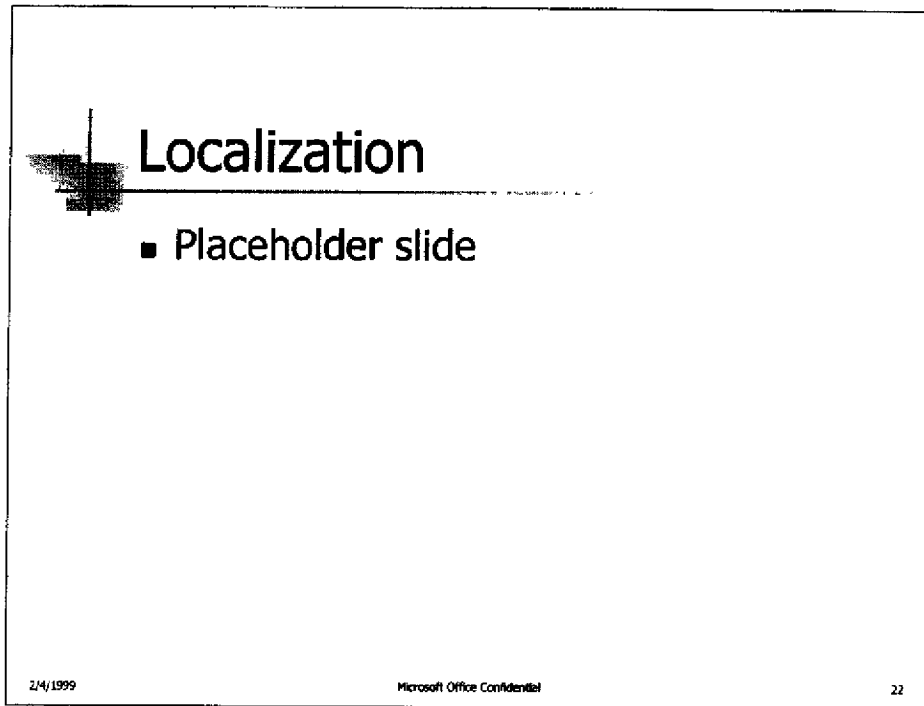
Microsoft Office Confidential

20



Nailing the Fundamentals

- Application Innovation
 - Word: legal documents, collaborative authoring
 - Excel: recalc for HUGE models
 - Outlook: contact management
 - Access: SQL integration
 - Data: ERP and XML schema integration
- Components: Rich Text, Calendaring



Localization

- Placeholder slide

2/4/1999 Microsoft Office Confidential 22

Key Non-DAD Dependencies

- Trident
- IE / Shell User-Interface
- Windows Service Packs
- Darwin
- SQL Server / MDAC / Plato
- Visual Studio / VBA
- GDI+
- Schema
- Platinum
- PKM / Rosebud

2/4/1999

Microsoft Office Confidential

23

Remember: Work In Progress

2/4/1999

Microsoft Office Confidential

24